



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

September 4, 2008

To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavy  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## STATUS REPORT ON LONG-TERM LEAVE MANAGEMENT

On April 17, 2008, we provided your Board the status on the development and implementation of a new Long-Term Leave Management Program (LTLMP). The primary intent of the program is to reduce the number, and improve the management, of employees on long-term leave. For this program, long-term leave is defined as absence for more than six consecutive months. This memorandum provides an updated status of the program.

Department of Human Resources (DHR) and Chief Executive Office Risk Management (Risk Management) staff have worked together to assist departments with the implementation of the LTLMP. We are closely monitoring the number of employees on long-term leave and have provided training to departmental human resources and return-to-work (RTW) staff in an effort to reduce and track the number of employees on leaves of absence.

### Long-Term Leave of Absence Reporting by Departments

Each month, departments submit Long-Term Leave Absence Reports (Absence Report) to DHR. Early submissions required considerable analysis, follow up communication with departments and subsequent refinement to ensure that the data was being reported correctly on an "apples to apples" basis. DHR and Risk Management training and outreach have resulted in recent departmental submissions becoming much more accurate.

DHR has been tracking data based on: 1) the number of long term leave cases reported by departments; and 2) the number of long term leave cases actually verified by DHR after the data was scrubbed. Attachment 1 summarizes the number of cases reported by departments and those verified by DHR for the four month period covering April through July, 2008.

*"To Enrich Lives Through Effective And Caring Service"*

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It is important to note that the figures reported by departments each month are based on a snapshot in time. In reality, the number of long term leave cases is in constant flux. Additional new cases are added each month and other cases are closed out. An employee's status may change for various reasons, such as when the employee reaches the six month mark and moves from short term leave to long term leave, or returns to work, or retires. Attachment 2 compares June data to July data and breaks out the various categories explaining status changes.

Based on the number of actual verified cases, the total number of employees on long-term leave for all departments except Sheriff has decreased from 1,755 to 1,621, or 7.6%, during the four-month reporting period. (Sheriff's data begins in July and will be included in the upcoming August report comparison.) The 1,621 employees on long term leave as of the end of July represent 1.6% of the County's total full time work force. We believe the decrease in the number of employees on long-term leave is a direct result of departments more closely monitoring cases as a result of the LTLMP and department heads and their staff taking a more proactive role.

#### **Special Departmental Training**

Risk Management and DHR staff have provided several training opportunities to departmental Administrative Deputies, Departmental Human Resources Managers and RTW staff. These include the June 12, 2008 overview to Departmental Human Resources Managers on the importance of the interactive process and the financial impact of not conducting the interactive process. In addition, an overview of the interactive process, as it related to the Workers' Compensation Program was provided.

On June 23, 2008, DHR provided training to departmental RTW staff on the Absence Report, the difficulties resulting from the way departments were completing the report and ways to improve the information provided by the reports. Risk Management staff provided a nuts and bolts basic presentation on the interactive process. All DHS RTW staff was provided RTW 101 training, which is a basic RTW policies and procedures presentation. My staff also provided presentations to Administrative Deputies and Departmental Human Resources Managers at their monthly meetings.

#### **Leave Management Strike Team**

A team was assigned to assist MLK with identification of employees who were on long-term leave and to determine their status. In concert with DHS, a report describing the status of the original 96 employees on long-term leave was developed. The status of the original 96 MLK long-term leave employees is as follows:

12	Employees returned to work
28	Employees out of service (no longer on County payroll)
34	Employees on Workers Comp or Long-Term Disability
12	Employees certified medically disabled
10	Employees in final process of separation from County service
96	<b>Total original employee count</b>

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### **Next Steps**

Over the last few months we refined our process of monitoring long-term leaves and determined ways to improve the data reporting process. As a result, we identified four departments that produce the most long-term leave cases. They are DHS, DCFS, Probation and DPSS. Our strategy is to focus on these four departments. DHR and CEO staff will work to develop specific intervention strategies. As a first step, special training to refine data submission is scheduled at DHR's Wilshire office on September 4<sup>th</sup> for these four departments.

We continue to work with departments to develop strategies and individual plans to handle each employee on long-term leave. We are finalizing policy guidelines for departments to follow when it is necessary to facilitate interdepartmental placement of employees returning to work that cannot be placed in their original department.

Please contact Michael J. Henry at (213) 974-2406 if you have any questions or need additional information.

WTF:ES  
MJH:ef

Attachments

c: All Department Heads

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**2008 Long Term Leave Summary Report  
February 2008 - July 2008**

Department	April Reported	April Actual*	May Reported	May Actual*	June Reported	June Actual*	July Reported	July Actual *
Agricultural & Weights Commission <sup>1</sup>	1	1	0	0	0	0	0	0
Alternate Public Defender	0	0	0	0	0	0	2	2
Animal Control <sup>1</sup>	14	14	14	14	14	14	12	12
Assessor	9	9	7	7	11	10	8	8
Auditor-Controller	1	1	0	0	2	2	2	2
Board of Supervisors	4	4	4	4	4	4	4	4
Chief Executive Office	3	3	3	3	3	3	3	3
Chief Information Officer	0	0	0	0	0	0	0	0
Child Support Services Department	21	21	21	21	19	19	18	17
Department of Beaches & Harbor	4	4	4	4	4	4	4	4
Department of Children & Family Services	133	124	154	125	154	124	117	113
Department of Community and Senior Services	6	6	6	6	5	5	5	5
Department of Consumer Affairs	1	1	1	1	1	1	1	1
Department of Coroner	4	4	4	4	2	2	2	2
County Counsel	4	4	4	4	5	5	6	5
District Attorney	28	28	33	33	31	31	26	26
Fire Department	76	71	75	68	74	68	78	68
Department of Health Services(DHS)								
DHS - Administration <sup>2</sup>	83	81	76	76	14	10	16	13
DHS - Managed Care	1	1	2	2	2	2	2	2
DHS - Antelope Valley Cluster (High Desert)	16	16	14	14	12	12	13	13
DHS-LAC-USC Healthcare Network	178	178	182	177	194	188	190	183
DHS-NE Comp Health Centers	17	17	14	14	15	15	15	15
DHS-Coastal Cluster (Harbor-UCLA)	42	42	41	41	46	46	44	43
DHS-Long Beach Comp Health Center	2	2	3	3	3	3	3	3
DHS-SW Cluster (King)	9	9	13	13	13	12	11	11
DHS-MLK Special Cluster <sup>3</sup>	0	0	0	0	64	64	56	56
DHS-Metro So. CHC/Health Centers	14	14	15	15	17	16	16	16
DHS-San Fernando Valley Cluster	45	43	45	44	47	46	47	47
DHS-Mid Valley CHC Health Center	3	3	3	3	4	4	4	4
DHS-Rancho Los Amigos	31	31	30	30	27	27	26	25
DHS-Juvenile Court	8	8	7	7	8	8	7	7
Department of Human Resources	1	1	1	1	1	1	1	1
Human Relations Commission	0	0	0	0	0	0	0	0
Internal Services Department	32	26	31	28	24	24	21	21
Department of Mental Health	51	46	48	47	43	43	44	43
Military and Veterans Affairs	0	0	0	0	0	0	0	0
Museum of Art	0	0	0	0	0	0	0	0
Museum of Natural History <sup>1</sup>	1	1	1	1	1	1	1	1
Office of Affirmative Action Compliance	0	0	0	0	0	0	0	0
Office of Ombudsman	0	0	0	0	0	0	0	0
Department of Parks & Recreation	10	10	8	8	8	8	7	7
Probation Department	608	440	637	466	609	396	361	351
Public Defender	13	13	13	13	15	15	15	13
Department of Public Health	69	68	63	63	60	59	60	59
Public Library	12	12	10	10	10	10	10	10
Office of Public Safety	17	17	17	17	15	15	15	15
Department of Public Social Services	374	322	339	325	315	311	333	329
Department of Public Works	39	39	39	39	37	37	39	39
Department of Regional Planning	4	4	4	4	4	4	4	4
Office of the Registrar-Recorder/ County Clerk	10	10	11	11	11	11	13	13
Department of Treasurer & Tax Collector	6	6	6	6	6	5	5	5
<b>Subtotal:</b>	<b>2005</b>	<b>1755</b>	<b>2003</b>	<b>1772</b>	<b>1954</b>	<b>1685</b>	<b>1667</b>	<b>1621</b>
<b>Subtotal Change from prior month (+over/-under)</b>	<b>n/a</b>	<b>n/a</b>	<b>-2</b>	<b>17</b>	<b>-49</b>	<b>-87</b>	<b>-287</b>	<b>-64</b>
<b>Sheriff's Department</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>192</b>	<b>186</b>
<b>Total<sup>5</sup></b>	<b>2005</b>	<b>1755</b>	<b>2003</b>	<b>1772</b>	<b>1954</b>	<b>1685</b>	<b>1859</b>	<b>1807</b>
<b>Change from prior month (+over/-under)<sup>5</sup></b>	<b>n/a</b>	<b>n/a</b>	<b>-2</b>	<b>17</b>	<b>-49</b>	<b>-87</b>	<b>-95</b>	<b>122</b>

**2008 Long Term Leave Summary Report**  
**February 2008 - July 2008**

Department	April Reported	April Actual*	May Reported	May Actual*	June Reported	June Actual*	July Reported	July Actual *
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\* Adjusted to delete duplicate cases and employees not meeting the " 6-month continuous leave" criteria

\*\* Data not received/incomplete for these departments

<sup>1</sup> Department provided missing data and added back in this report

<sup>2</sup> Reflects cases transfer from DHS/MLK to DHS/Administration in April 2008

<sup>3</sup> Reflects cases transfer from DHS/Administration int DHS/MLK Special Cluster in June 2008

<sup>4</sup> Numbers in "Subtotal," "Total," and "Changes from prior month (+over/under)" changed from those reported in previous report due to additional data provided in June.

<sup>5</sup> Total Actual cases for July increased due to the additional data from the Sheriff Department while previous data was not available.

# 2008 Status Report on Long Term Leave Program

June 1, 2008 to July 31, 2008

(Ref: July 15, 2008 - August 15, 2008 Reports)

Department	Dept No.	June Rpted	June Actual*	July Rpted	July Actual*	Net Changes from June to July	Dropped Cases in July 2008	OR	Rtr	Res	RTW	OS	Med. Rel.	Dchg.	Unk	Dec	WHA	Tr	New Cases in July 2008	Reasons for Increases			
																				New	UR	Tr	R
Agricultural Commissioner/Weights and Measure	10	0	0	0	0	0	0																
Alternate Public Defender	675	0	0	2	2	2	0													2	2		
Department of Animal Care & Control	620	14	14	12	12	-2	2				1				1				0				
Assessor	40	11	10	8	8	-2	3		2		1								1	1			
Auditor-Controller	50	2	2	2	2	0	0																
Board of Supervisors	61	4	4	4	4	0	0																
Chief Executive Office	60	3	3	3	3	0	0																
Chief Information Officer	80	0	0	0	0	0	0																
Child Support Services Department	371	19	19	18	17	-2	4				4								2	1	1		
Department of Beaches & Harbor	55	4	4	4	4	0	0																
Department of Children & Family Services	350	154	124	117	113	-11	20		5	1	12	2							9	3	6		
Department of Community and Senior Services	325	5	5	5	5	0	0																
Department of Consumer Affairs	762	1	1	1	1	0	0																
Department of Coroner	340	2	2	2	2	0	0																
County Counsel	360	5	5	6	5	0	0																
District Attorney	370	31	31	26	26	-5	6			1	4			1					1		1		
Fire Department	390	74	68	78	68	0	9		4		4	1							9	8	1		
Department of Health Services(DHS)																							
DHS - Administration	110	14	10	16	13	3	0												3	2	1		
DHS - Managed Care	120	2	2	2	2	0	0																
DHS - Antelope Valley Cluster (High Dessert)	130	12	12	13	13	1	0												1			1	
DHS-LAC-USC Healthcare Network	160	194	188	190	183	-5	17	4			7	2			4				12	6	6		
DHS-NE Comp Health Centers	161	15	15	15	15	0	0																
DHS-Coastal Cluster (Harbor-UCLA)	200	46	46	44	43	-3	4		1					1	2				1	1			
DHS-Long Beach Comp Health Center	201	3	3	3	3	0	0																
DHS-SW Cluster (King)	225-A	13	12	11	11	-1	2		1		1								1	1			
DHS-MLK Special Cluster	225-B	64	64	56	56	-8	12		3	2	1	1	1	4					4	1	3		
DHS-Metro So. CHC/Health Centers	226	17	16	16	16	0	1					1							1	1			
DHS-San Fernando Valley Cluster	240	47	46	47	47	1	1					1							2	2			
DHS-Mid Valley CHC Health Center	241	4	4	4	4	0	0																
DHS-Rancho Los Amigos	260	27	27	26	25	-2	4			2	2								2	2			
DHS-Juvenile Court	290	8	8	7	7	-1	1								1								
Department of Human Resources	100	1	1	1	1	0	0																
Human Relations Commission	68	0	0	0	0	0	0																
Internal Services Department	300	24	24	21	21	-3	4								4				1	1			
Department of Mental Health	435	43	43	44	43	0	0																
Military and Veterans Affair	767	0	0	0	0	0	0																
Museum of Art	35	0	0	0	0	0	0																

**2008 Status Report on Long Term Leave Program**

**June 1, 2008 to July 31, 2008**

(Ref: July 15, 2008 - August 15, 2008 Reports)

Department	Dept No.	June Rptd	June Actual*	July Rptd	July Actual*	Net Changes from June to July	Dropped Cases in July 2008	OR	Rtr	Res	RTW	OS	Med. Rel.	Dchg.	Unk	Dec	WHA	Tr	New Cases in July 2008	Reasons for Increases			
																				New	UR	Tr	R
Museum of Natural History	35	1	1	1	1	0	0																
Office of Affirmative Action Compliance	63	0	0	0	0	0	0																
Office of Ombudsman	771	0	0	0	0	0	0																
Department of Parks & Recreation	600	8	8	7	7	-1	1				1												
Probation Department	640	609	396	361	351	-45	60		5	1	28				26				15	14	1		
Public Defender	670	15	15	15	13	-2	2			2													
Department of Public Health	295	60	59	60	59	0	6				4	1	1						6	6			
Public Library	461	10	10	10	10	0	0																
Office of Public Safety	101	15	15	15	15	0	1				1								1		1		
Department of Public Social Services	140	315	311	333	329	18	29	3	6	3	17								47	47			
Department of Public Works	690	37	37	39	39	2	0												2	2			
Department of Regional Planning	720	4	4	4	4	0	0																
Office of the Registrar-Recorder/County Clerk	710	11	11	13	13	2	0												2		2		
Department of Treasurer & Tax Collector	790	6	5	5	5	0	0																
<b>Subtotal:</b>		<b>1954</b>	<b>1685</b>	<b>1667</b>	<b>1621</b>	<b>-64</b>	<b>189</b>	<b>7</b>	<b>27</b>	<b>12</b>	<b>88</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>101</b>	<b>23</b>	<b>0</b>	<b>1</b>
Sheriff's Department	770	**	**	192	186	186	31		2	2	8	1	18										
<b>Total<sup>1</sup></b>		<b>1954</b>	<b>1685</b>	<b>1859</b>	<b>1807</b>	<b>122</b>	<b>220</b>	<b>7</b>	<b>29</b>	<b>14</b>	<b>96</b>	<b>10</b>	<b>20</b>	<b>6</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>					

Note:

\* Adjusted to delete duplicate cases and employees not meeting the "6-month continuous leave" criteria

\*\* No data reported

<sup>1</sup> Total Actual cases for July increased due to the additional data from the Sheriff Department while previous data was not available.

Keys:

Adj: Adjustment for over/under report in previous months

Dchg: Discharged

Dec: Deceased

Dupl.: Duplicated Data

MR: Medical Release

N: New Cases

R: Return to Leave status

Res: Resign

Rtr: Retire

RTW: Return to Work

Tr: Transfer

U: Under-report

OS: Out of Service

OR: Over report

UR: Under report

Unk: No Reason Given